



**IMPACT
REPORT
2017**

DISCOVER CONNECT EMPOWER

THE NAWAYA NETWORK

A proud member of the
UN Global Compact Network
in Lebanon



Network Lebanon
WE SUPPORT



ABOUT THE NAWAYA NETWORK

The Nawaya Network is a youth empowerment non-profit which aims at discovering the hidden potential in disadvantaged youth in Lebanon, connecting them to resources that would help them develop their skills, and ultimately, empower them to shape their future.

The Nawaya Network has touched the lives of over 3,500 youth since its inception in 2012 through three programs: the Talent Program, SE Factory, an intensive coding bootcamp, and the Innovation and Entrepreneurship program in partnership with UNICEF Lebanon.



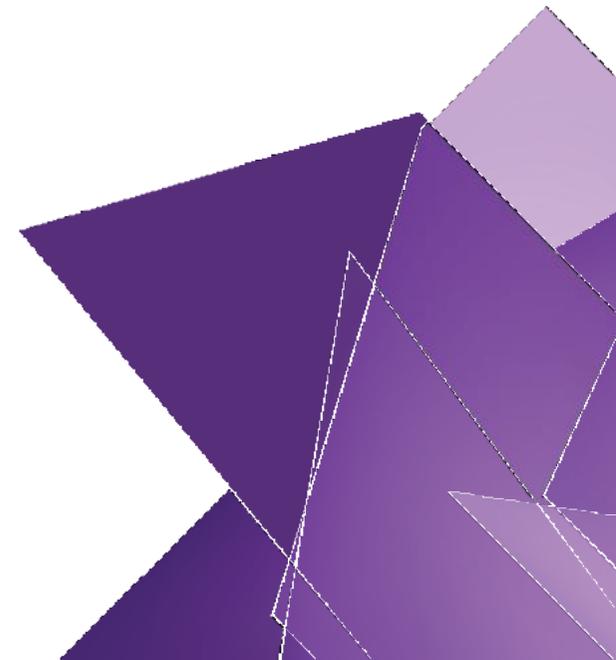
THE TALENT PROGRAM

Nawaya's Talent Program connects promising youth from low-income backgrounds to resources such as mentors, trainers, classes, funding, internships, and job opportunities. Over the past few years, Nawaya has supported dozens of youth in developing their talents.

PROGRAM IMPACT

100%

Of youth in the talent program have a renewed sense of purpose and motivation



SE FACTORY

SE Factory is a 14 week intensive coding bootcamp, targeting low income youth with a computer science background and helping them acquire the necessary practical, technical, and soft skills to compete in the Lebanese job market.



SE FACTORY IMPACT

SE Factory starts
in February 2018

90%

of graduates have found
employment in Lebanon
and doubled their
expected incomes.

THE INNOVATION AND ENTREPRENEURSHIP PROGRAM

In collaboration with UNICEF Lebanon



The Nawaya Network's Social Entrepreneurship Program is part of the UNICEF Innovation Labs, funded by The Kingdom of the Netherlands and The German Cooperation. **The program aims at developing income-generating opportunities for marginalized Lebanese and refugee youth through**

innovation, entrepreneurship and business development training. The training is followed by an incubation phase through which successful youth-led projects receive further business coaching and funding of up to \$2,000 to help launch their projects.



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INNOVATION AND ENTREPRENEURSHIP PROGRAM IMPACT

19

Locations Nationwide

BEIRUT

Burj Hammoud,
Cola, Bechara El
Khoury, Wata El
Msaytbeh

SOUTH

Saida,
Nabatiyeh,
Khiyam

NORTH

Batroun

MOUNT LEBANON

Baakline,
Sibline, Bsetin,
Aley, Tareek El
Matar,
Tayouneh,
Msharafieh,

AKKAR

Abdeh



KEY PROGRAM SUCCESSIONS

Nawaya has trained over 2,500 youth in multiple areas across Beirut, Mount Lebanon, and the South.

A study of 86 enterprises revealed that youth are generating an average of \$350 per month, bringing the average income per round up to \$1,983 across all areas and a total of \$20,000 generated by youth over five incubation rounds.



The field team was able to make connections on the ground and create linkages for new centers to train on an ad hoc basis, which contributed to a strategy of adaptive programming in all areas. This allowed the team to be flexible and quick in meeting challenging targets in short periods of time. New areas where we program on our own and outreach to youth allow us to do more in the coming months with other partners, starting with the non-lab locations in the 2018 round.

Working relationships built with educational institutions, community centers, and other civil society actors in Nawayá's target areas allowed for a snowball recruitment method and amplified the field team's reach.



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This outreach will allow Nawaya to publicize its curriculum especially with UNICEF's support as a polished marketable product that can expand Nawaya's programs and implementation areas, which contributes to sustainability independent of donor funding.

Nawaya has graduated hundreds of youth, but Nawaya's capacity building and networking department was able to create new opportunities for youth after developing their enterprise ideas. This added effort is unique to Nawaya and proved to add to the success of many youth. It creates a positive working relationship with Nawaya and prevents one-off interventions with little impact, as well as improving the skills of the youth in a more concentrated way as they enter the local market.



For internal procurement processes, including items needed for projects throughout incubation, Nawaya prioritizes past youth participants' goods and services to expand their client base and income, create a working relationship with the youth, publicize their work, and remain in contact with successful participants.



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KEY CHALLENGES

There was a **delay in kickstarting** the labs in terms of construction as well as bringing together partners who can manage them. The team overcame this by creating one-time partnerships over extended periods to hold training sessions without further delay.

Ramadan and the start/end of the academic year caused significant delays for training over the summer, especially in the South. The team had to coordinate closely with trainers to open sessions with alternative timings. This still did not diminish the scheduling challenge.

The way the program was communicated to potential participants created misunderstandings about the purpose of participation in the program, which is the training itself and not the incubation money. Being short on time, both Nawaya staff and their outreach partners found themselves emphasizing the incubation money as an end instead of emphasizing the value of the curriculum itself. This allowed for added recruitment of youth, but did not help the process of separating the design thinking and business development training from the incubation phase.

Success story reporting and M&E emphasized the Beirut area mostly because of physical proximity and a majority of non-field staff being unable to make long trips to visit the program locations throughout the week. The new innovation lab arrangement as well as renewed reporting quotas will shift the focus to both operating areas equally.

Towards the middle of programming, youth began attending mentorship sessions with another UNICEF partner.

Nawaya's rapid growth in human resources didn't allow for the proper development of the procurement system in youth incubation, which affected some scrutiny on purchasing, and gave youth little to no assistance when getting to know the market, buying their supplies, and testing their products.

Youth commitment to their projects was unstable at times and several projects were not followed through with. The main challenge throughout this process is the vulnerability of the youth contrasted with a significant sum of money received after a short training. Some youth are willing and able to procure goods needed for their small enterprise then sell them to take the money for their household or begin their initiative and then stop out of urgency to make money through other means.

LESSONS LEARNED AND RECOMMENDATIONS

Word of mouth is the most effective way to spread the word about the program since the implementing areas are far from Nawayá, its donors, and its partners, which makes for more effective programming in the long run and creates an affinity for the subject matter.

Visibility is crucial so that participants are aware of the different actors: content, implementation, coordination, outreach. This way they know who to go to, and no one is held accountable without prior notice. Power dynamics between different partners are then put at bay as well.

Business coaching, an element that other partners merge with training, proved to be an efficient way to follow up with teams individually and bring similar incubation teams together. Nawaya has learned that this is an effective process that accustoms youth to a mentor model, which also paves the way for post-incubation follow up.

Putting trainers in areas close to their residence or where they are from adds motivation and lessens the burden of coordination and logistics, like additional transportation fees and tardiness.

Nawaya staff must be the ones who give info sessions even if the lab is run by an implementation partner, to emphasize where the curriculum/content is coming from. Also, one unified product such as an animation video should be projected at every info sessions for all GIL implementers to unify messaging and avoid misunderstandings about youth trajectory from the start of the program. This will also give visibility to the different tracks and programs that any participant can be involved with throughout partnering with the innovation labs initiative.

The program is in need of a more robust and varied post incubation trajectory for the youth to,

- Remove the element of despair
- Spread more positive and transparent ideas about the nature of the program
- Remove the emphasis on incubation funding/ competing with others

Coaches, mentors, and trainers alike should all continuously cite examples and case studies of “cinderella stories” involving people who grew businesses and services with little to know startup funds.

The innovation labs should be an interactive space where people can share updates, success stories, seminars, and announcements thereby encouraging role model youth to return to the physical space and create a sense of cohesion around the hub.

Seed funding is best distributed based on the needs of the incubated teams and their requirements to launch rather than a set amount promised to them (i.e. \$2,000).

Some can launch with \$500 while others may need more, which is why one of the action points now in progress with the UNICEF team is to change the incubation arrangement to emphasize the design thinking process (i.e. prototyping) instead of a fixed funding ceiling. This also serves as a screening for youth who are actually committed and will use the seed funding for a sustainable enterprise instead of taking the money for themselves, or even buying the goods then not using them or not following through with their initiative.



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The emphasis on life skills for youth participants should shift to non incubated youth or even vulnerable participants who are uncooperative or need psychosocial support. Moving the whole program towards measurable life skills without emphasizing this with despaired youth or those who did not pass on to incubation compromises our participatory community-based approach.

Labs enablers should have a background in MHPSS or at least case management for ease of referrals, especially since they are the first contact with youth participants most of the time, and will have to handle cases of youth who continue the trainings as well as refer those who cannot continue to centers or other UN partners who can offer valuable support.

The GIL curriculum should emphasize that youth are able to graduate and start their businesses with our without incubation. There should be an action plan upon graduation that identifies practical steps youth can take to pilot or launch their projects or enterprises so they don't graduate feeling overwhelmed with tasks in an unfamiliar business context, or a sense of hopelessness about succeeding and getting started.

Lastly

It is not within the scope of this program to convince youth to spearhead initiatives or make any efforts they do not want to make. Youths' propensity to use the GIL design for their personal benefit is a derivative of the context youth are in, and not a result of malicious intent. It's therefore the duty of UNICEF and partners to support and engage youth who are motivated and have ideas they would like to see thrive, not to push those who may not continue into more counter-productive processes. The main strategy in place for circumventing an increase in such cases is changing the funding scheme for incubation, and making sure our referral processes are robust to give all youth opportunities to continue past the GIL program.



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YOUTH SUCCESS STORIES



CODE CAR



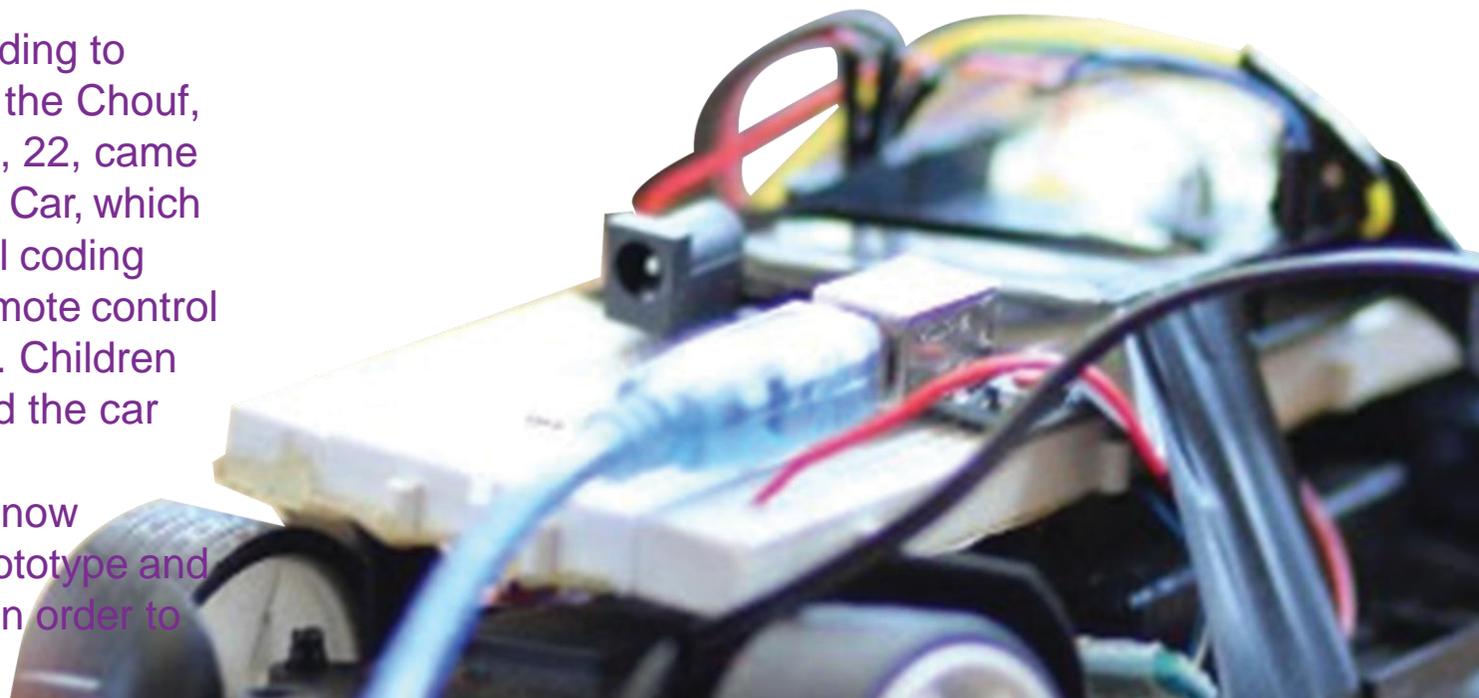
Project Name Code Car
Youth Name Pascale & Daniel
Age 21 & 22



Nationality Lebanese

Driven by a sense of adding to their rural community in the Chouf, Pascale, 21, and Daniel, 22, came together to create Code Car, which teaches children several coding languages through a remote control car, run by lines of code. Children write a correct code, and the car moves.

Pascale and Daniel are now developing their final prototype and have already received an order to create twenty cars.



CONTEMPORARY EDUCATION PROGRAM - CEP



Project Name Contemporary Education Program
Youth Name Nivine
Nationality Lebanese



With today's advances in technology, children are spending more time using smartphones and tablets rather than engaging with educational content. To counter this issue, twenty- five- year- old Nivine, from Ouzai, has transformed the rooftop of her home into an engaging and interactive learning space for children in her community.



LEKME HANIYE

Youth Name Fatima Oneissi

Nationality Lebanese

Nineteen- year- old Fatima, from Ghobeiry, grew up without an identity card due to difficult familial circumstances. Her parents split up and her mother got ill, as a result, processing her registration was not a priority. She was bullied throughout her childhood and has had to drop out of school as a result.

Depressed and alone, Fatima starting over-eating to ease the pain. Earlier this year, Fatima decided to take control of her life, she joined the Nawayya program, started working out, eating healthy, and has now started a small catering business from home which earns her a steady income and has enabled her to save up for an ID card.



LONE WOLF COMICS

Project Name Lone Wolf Comics

Youth Name Husein

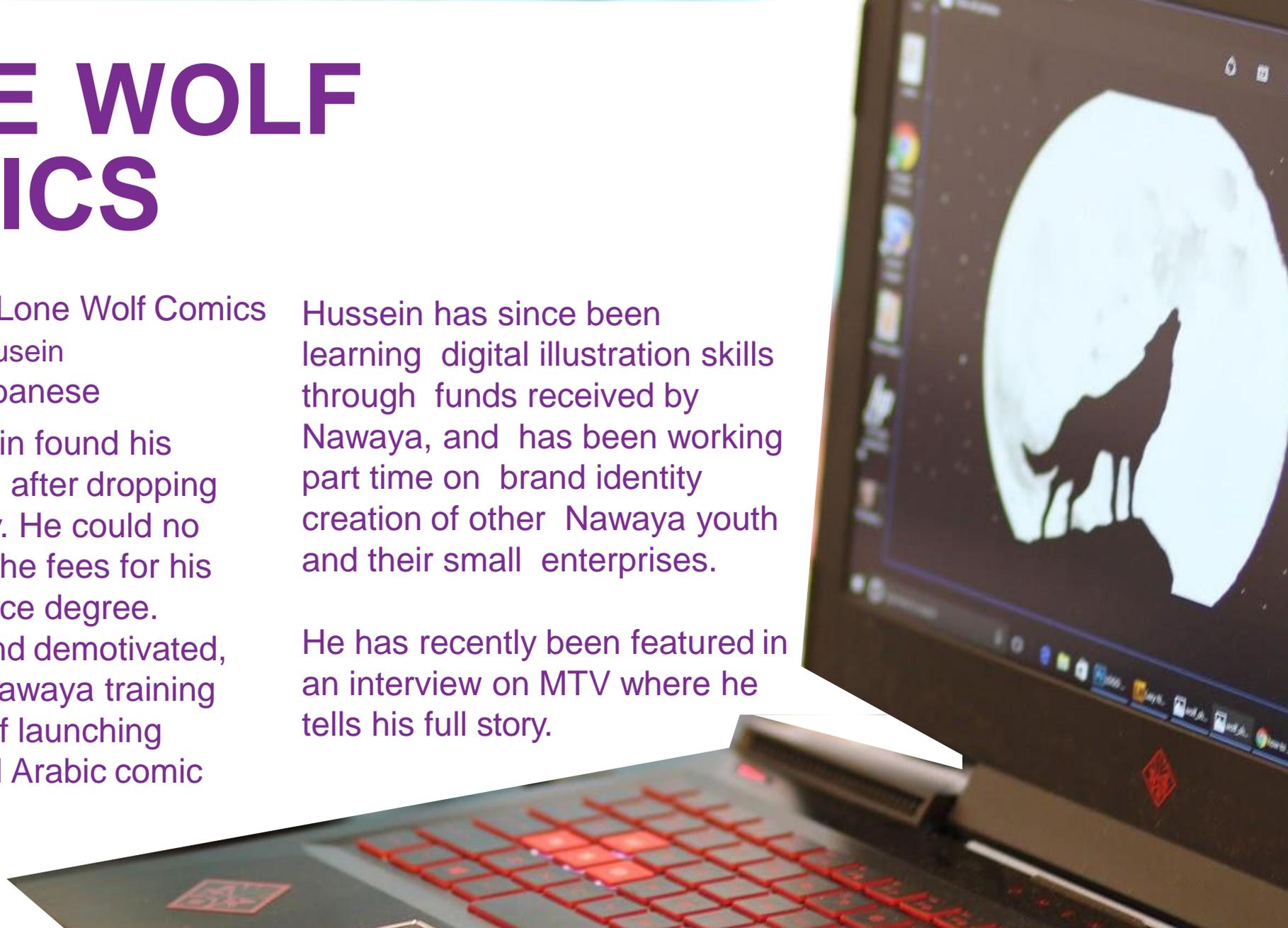
Nationality Lebanese

Talented Hussein found his passion for arts after dropping out of university. He could no longer sustain the fees for his computer science degree.

Unemployed and demotivated, he joined the Nawaya training with the hope of launching his own original Arabic comic books.

Hussein has since been learning digital illustration skills through funds received by Nawaya, and has been working part time on brand identity creation of other Nawaya youth and their small enterprises.

He has recently been featured in an interview on MTV where he tells his full story.



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HIRE YOUR TIRE

Project Name Hire Your Tire

Youth Name Ali, Hassan & Mohamad

Nationality Lebanese

Ali, Hassan and Mohamad have been affected by the ongoing waste management crisis in Lebanon. In their neighbourhood, in Nabatiyeh, waste is disposed of by burning it

out in the open. The resulting smoke and toxins pollute the air and soil.

The Hire Your Tire team hope to be a part of the solution, they are transforming used, non-biodegradable tires into furniture, planters and swings!. They have provided garden furniture for a technical institute in their community and will be working on upcycling 20,000 tires by this coming summer!



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IDEAL MOTOR



Project Name Ideal Motor

Youth Name Hassan and Mohamad

Age 19

Nationality Lebanese

Ideal Motor, a green solution to electricity shortages in Lebanon. It has been nearly a quarter-century since the civil war in Lebanon ended, yet the country is still failing to secure a constant power supply to citizens.

The electricity crisis in Lebanon summarizes the suffering of an entire country with households and businesses securing additional power sources, often, from private power generator owners to cover the outages.

Nineteen - year old Hassan and Mohamad, from Nabatiyeh, both passionate about electrical engineering, realized

that these diesel or gas - powered generators are not only a harmful source of power but also an expensive one.

They worked together through the Innovaiton and Entrepreneurship program to present a self-starting, rechargeable generator prototype which generates a voltage of 3,5 and would provide power for two days.



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"It's been quite a journey and we are far from being done. It's taken a lot of trial and error to build this prototype as well as several trips to Beirut to buy spare parts which we weren't able to source in Nabatiyeh," says Hassan.

For now, Ideal Motor can only power small items, but Hassan and Mohamad want to improve on their prototype, to provide a bigger power supply to entire households and later neighborhoods. They hope to be able to create bigger versions to replace the fuel - consuming ones currently in use throughout the country.



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DEUTSCHE ZUSAMMENARBEIT



CNC CHALLENGER

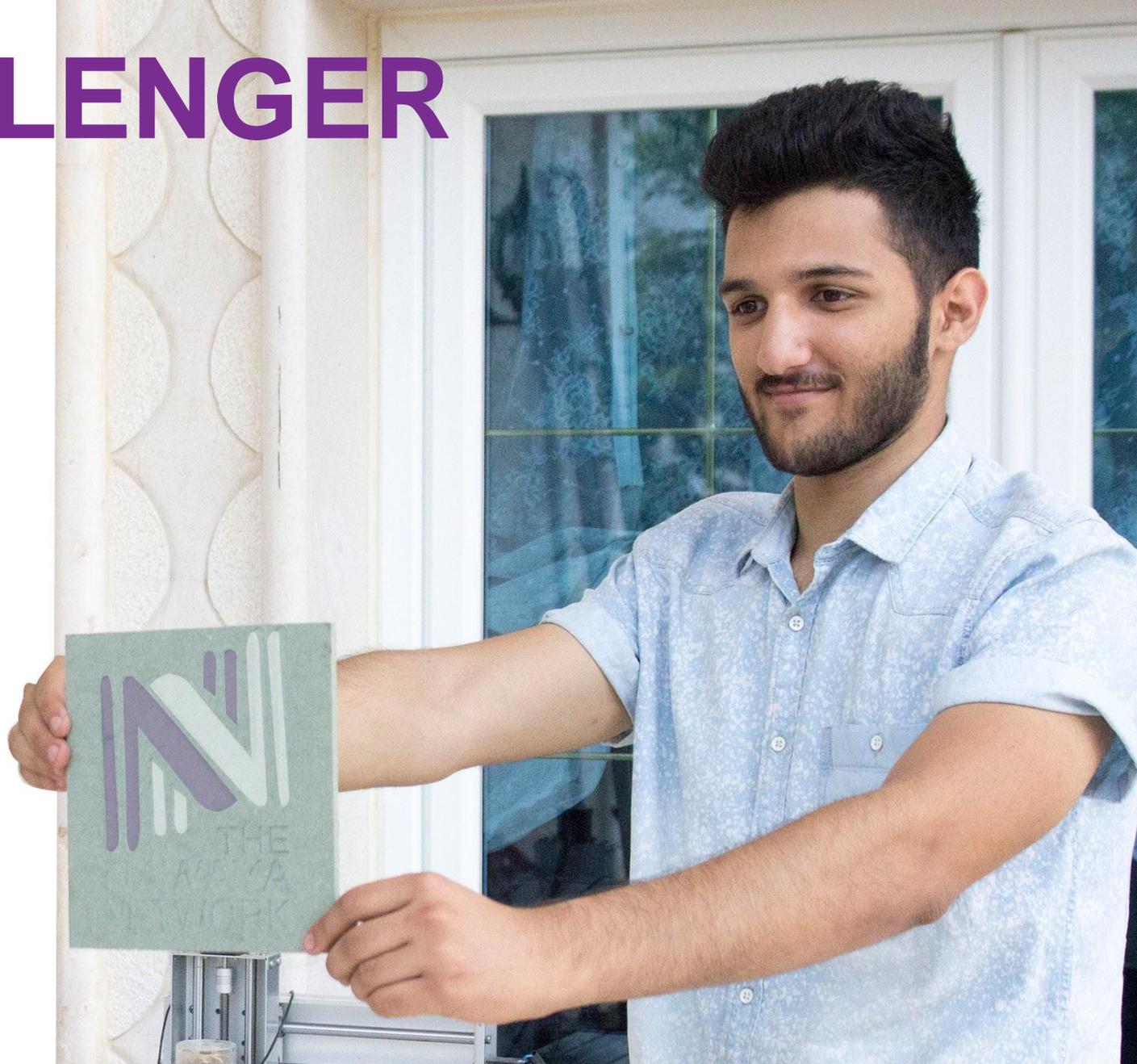


Project Name CNC Challenger
Youth Name Ahmad
Nationality Lebanese

Ahmad, from Nabatiyeh, has created a machine that engraves logos and other visuals onto hard surfaces.

This twenty - one - year - old engineering student wants to produce the CNC Challenger machine prototype on a bigger, more commercial scale, so that it could cut through doors, big mirrors, as well as produce cut-outs of several types of designs.

The CNC Challenger translates visuals from a computer through a specific software, and reproduces it by cutting the actual shape of the design on wood, plastic and aluminum.



BKWRMS



Project Name BKWRMS

Youth Name Ghida & Mahmoud

Nationality Lebanese

Ghida from Tripoli and Mahmoud from Tyr want to create a real-time online database of books available at bookshops in Lebanon.

Their project proposes getting a stock-keeping solution to old-fashioned bookshops, and exposure to a large pool of customers. Through the platform, readers would be able to search online

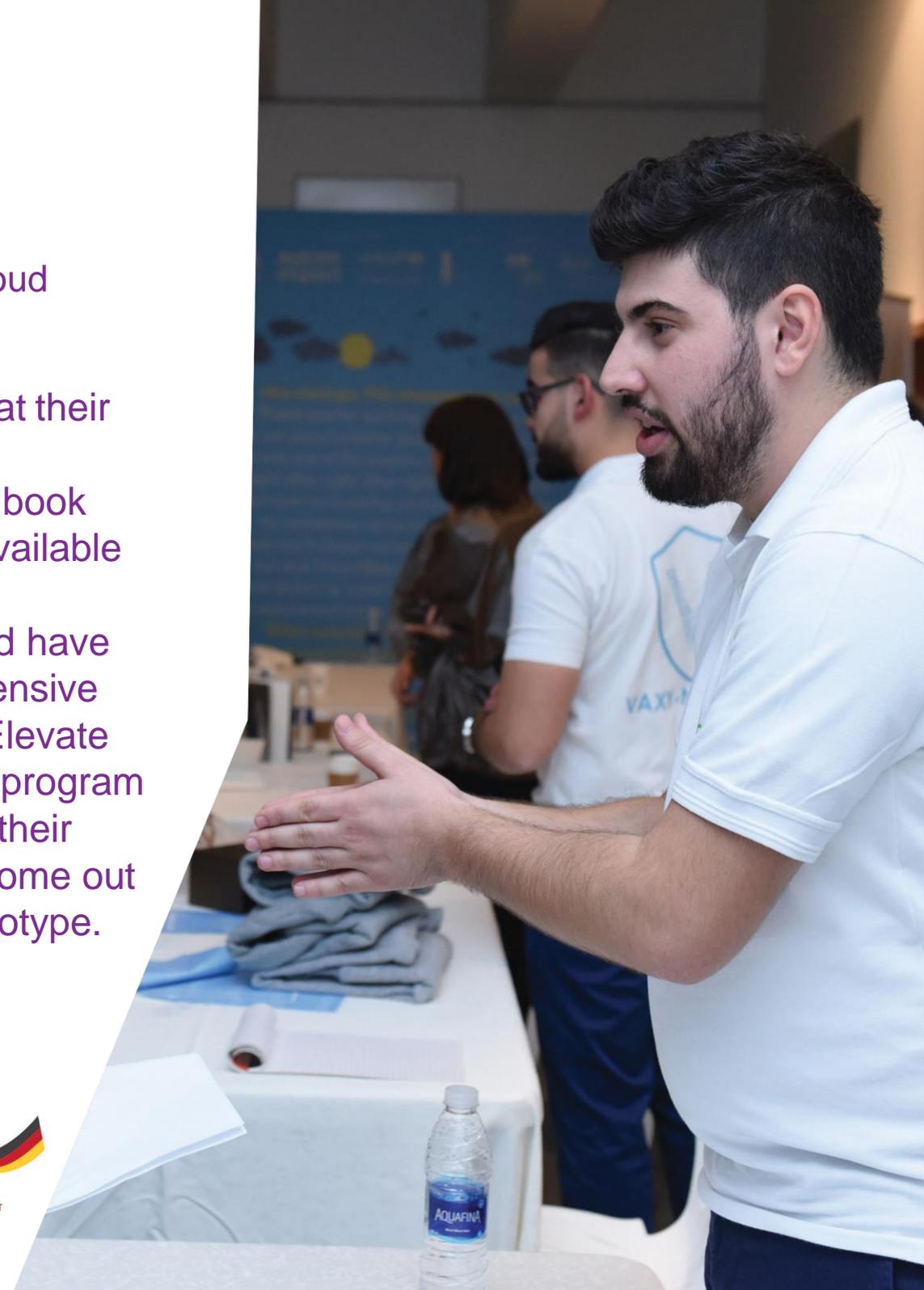
for books and shop at their preferred locations.

Similar solutions for book finding are not yet available on the market.

Ghida and Mahmoud have gone through an intensive training round with Elevate MENA following our program in order to fine tune their business idea and come out with a workable prototype.



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BEIT AL DAYAA



Project Name Beit Al Dayaa
Youth Name Layal, Deen & Mahmoud
Nationality Lebanese

Layal, Deen and Mahmoud have come up with the idea to create an online platform which links customers with homemade pantry items such as the popular Lebanese zaatar, bulgur wheat, pickles.

These stay at home women, especially in rural areas, are often unable to work outside their homes due to societal restrictions.



GÎNOLOJÎYÊ



Project Name Gînolojîyê

Youth Name Ariman

Nationality Syrian

Ariman, a driven twenty- one- year- old, fled the war in Syria four years ago, looking for safety. She settled in Choueifat, where she lives today. Ariman is passionate about beauty and the benefits of plants and fruits on the skin. She’s been mixing fruits, essential oils and other natural products to tailor make skin care and beauty treatments for years.

Following her participation in the Innovation and Entrepreneurship program, she worked on making her treatments available at Suzanne’s Beauty Center in Choueifat. She hopes to one day develop her own line of beauty products and create broader sales channels for them.

To reflect her Kurdish roots, Ariman has named her project Gînolojîyê. The word derives from “Gin” in Kurdish, which means “woman” while the project name translates into: “The World of Women”.



AMAGRAPHY

Project Name Amagraphy

Youth Name Marwa Amara

Age 24

Nationality Palestinian

Marwa Amara is a Lebanese born, twenty-four-year-old Palestinian refugee who currently lives in Ghobeiry.

Since the age of 19, Marwa had to work odd jobs at restaurants to support her mother and make ends meet.

Marwa has always been passionate about photography but has just had the opportunity to develop her talent and as a result generate an income.

Marwa now works as a part-time photographer with Nawaya and continues to receive mentorship with Dar Al Moussawer to improve her skills.



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ZAKHRAFIYAT

Project Name Zakhrafiyat

Youth Name Abdullah

Age 23

Nationality Palestinian

Twenty - three - year - old Abdullah, from Lebanon, is a passionate graphic designer and visual arts enthusiast.

He has taught himself to create over six styles of calligraphy.

When he joined the Innovation and

Entrepreneurship program,



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Abdullah built on his passion and came up with the idea to carve out his art on plexi, wood and even car wheels, while also incorporating within the designs recyclable material for decorative purposes.

The charismatic young man is now using his art to create little gifts for all occasions. He named his project Zakhrafiyat. Abdullah is hoping to expand his business by selling his creations outside his community in the Shouf.



WASEL- IBRAHEEM JASSEEM

Project Name Wasel

Youth Name Ibrahim Jasseem

Nationality Syrian

As a young refugee in Lebanon, Ibraheem has suffered to find employment.

To help other unemployed refugees earn an income, he came up with the idea of creating an app which connects restaurants to delivery drivers on demand therefore broadening the job pool as well as alleviating costs for business owners.



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ANMAR ARTS

Project Name Anmar Arts

Youth Name Anmar

Age 27

Nationality Iraqi

Since settling in Lebanon, back in 2016, twenty- seven- year- old Anmar, from Iraq, has been unable to integrate within his hosting community in Dekwaneh.

Anmar, who is passionate about painting, has had to major in accounting in order to find employment, which proved to be a challenge for the young man.

After completing the Nawaya and UNICEF Social Entrepreneurship program, Anmar started working on a way to earn his keep through his passion. He has been selling his paintings and working on finding sustainable sales channels such as Souk El Tayeb.



HIMMATY HIMMAT AL ABTAL

Project Name Himmaty Himmat Al Abtal

Youth Name Abdel Ghafour Al Halabi

Nationality Syrian

Abdel Ghafour Al Halabi, from Syria, has been doing extensive volunteer work at the Sabra and Shatila refugee camps since he settled in Lebanon.

Through his volunteer work, he noticed that there was a gap in active programs as well as safe, educational spaces for children and adolescents ages 10 to 17.

To solve this issue, Abdel Ghafour proposes a center which provides educational, cultural and recreational activities for youth in this age group, to keep them off the streets, away from drugs and other issues and help these youth become active and productive members in society.



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TANMEYA

Project Name Tanmeya

Youth Name Khouloud & Nisreen

Nationality Syrian

Khouloud and Nisreen both grew up in Ain El Helwe refugee camp in Sidon.

Having lived in the camp all their lives, they want to help children ages 6 to 12 years old stay in school by offering an edutainment program to schools in the camp that would keep children engaged and eager to continue to study.

They aim to teach kids about health, drugs, hygiene, education, the environment and

the different professions they could adopt through hands-on activities.

They've already started implementing their program in one center, with an eye out on broader reach within the camp.



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